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Eastern University, Sri Lanka
Second Year First Semester Examination in Master of Business Administration
2016/2017 (September 2018)
(Proper)
MBA 2023 Office Psychology

No. of questions: 05
No. of pages: 06
Time: 3.00 hours

Answer all questions

01. Read the case study and answer the questions given below.

On the Costs of Being Nice

Agreeable people tend to be kinder and more accommodating in social situations, which you might think could add to their success in life. However, one downside of agreeableness is potentially lower earnings. Recent research has shown the answer to this and other puzzles; some of them may surprise you.

First, and perhaps most obvious, agreeable individuals are less adept at a type of negotiation called distributive bargaining which is less about creating win-win solutions and more about claiming as large of a share of the pie as possible. Because salary negotiations are generally distributive, agreeable individuals often negotiate lower salaries for themselves than they might otherwise get. Perhaps because of this impaired ability to negotiate distributively, agreeable individuals have lower credit scores.

Second, agreeable individuals may choose to work in industries or occupations that earn lower salaries, such as the “caring” industries of education or healthcare. Agreeable individuals are also attracted to jobs both in the public sector and in non-profit organizations. Third, the earnings of agreeable individuals also may be reduced by their lower drive to emerge as leaders, and by their tendency to engage in lower degrees of proactive task behaviors, such as coming up with ways to increase organizational effectiveness.

While being agreeable certainly doesn’t appear to help one’s pay, it does provide other benefits. Agreeable individuals are better liked at work, are more likely to help others at work, and generally are happier at work and in life. Nice guys—and gals—may finish last in terms of earnings, but wages themselves do not define a happy life, and on that front, agreeable individuals have the advantage.

Source: Stephen P. Robbins and Timothy A. Judge (2013), Organizational Behavior - Study Materials, (15th Edition). USA: Pearson Education.

Questions

- (I). Explain the meaning of Personality? (02 Mar)
- (II). What are the various classifications used in the Myers-Briggs Type Indicator (MBTI) framework? (03 Mar)
- (III). Do you think employers must choose between agreeable employees and performers? Why or why not? (05 Mar)
- (IV). Often, the effects of personality depend on the situation. Can you think of some situations in which agreeableness is an important virtue, and some in which it is harmful to job performance? (05 Mar)
- (V). Discuss whether agreeableness or conscientiousness attributes of personality will support for better work place performance. (05 Mar)

(Total: 20 Mar)

02. (I). Write the appropriate answer from the following multiple-choice questions in the answer scripts.

1. Which of the following is true with respect to workplace discrimination?
 - a) Discrimination occurs more at lower levels in the organization than higher levels.
 - b) It may lead to reduced productivity and citizenship behavior.
 - c) Only intentional discrimination is addressed by diversity management efforts.
 - d) Forms of discrimination like exclusion are easy to root out.
 - e) The discriminators are invariably aware of their action toward the victims.
2. _____ refers to evaluative statements or judgments concerning objects, people, or events.
 - a) Attitude
 - b) Behavior
 - c) Appearance
 - d) Demeanor
 - e) Performance

3. The statement, "A person who eats meat and then fights for animal rights demonstrates double standards" is an evaluative statement. Such an opinion constitutes the _____ component of an attitude.
- Reactive
 - Cognitive
 - Affective
 - Reflective
 - Behavioral
4. Which of the following statements is an example of the behavioral component of an attitude?
- I have decided to apply for the position of a campaigner in the climate department.
 - I am thrilled to know that the human resource department is looking for a climate campaigner.
 - The position of a climate campaigner is challenging and interesting.
 - The position of a climate campaigner will allow me to explore my skills as a campaigner.
 - I think the position of a climate campaigner involves extensive travel.
5. Which of the following is a characteristic of emotions?
- Emotions last for a longer time period than moods.
 - Emotions are never action-oriented in nature.
 - Emotions are reactions to a person or event.
 - Emotions lack a contextual stimulus.
 - Emotions involve less intense feelings than moods.
6. Shankar woke up in the morning and felt a sense of joy and peace as he got ready for work. At work, though challenges came his way, he tackled them without getting stressed about them. This feeling lasted for several days that week. What is one of the reasons that Shankar's feeling can be categorized as a mood and not as an emotion?
- It is more intense than emotions.
 - It is brought about by a specific event.
 - It is prolonged in nature.
 - It is a positive feeling.
 - It is indicated by a facial expression.

7. Aathithiya works as a campaign manager at a nonprofit organization in Manhattan. She was recently asked by her supervisor to give a presentation on the progress of the ongoing climate campaign. However, throughout the presentation, her colleague Ranjani interrupts her by asking irrelevant questions. In addition, she tries to insult her by constantly criticizing key findings and objectives achieved. Though Aathithiya initially tried to be patient, she eventually loses her cool and retorts back, asking her to keep her questions and clarifications for the end of the presentation. Which of the following is a reason why Aathithiya's reaction can be categorized as an emotion instead of a mood?
- a) Its cause is general and ambiguous.
 - b) It is not action-oriented.
 - c) It incorporates both positive and negative dimensions of affect.
 - d) It is less cognitive in nature than moods.
 - e) It is caused by a specific event.
8. Gayathiri works as a guest relations executive at a five-star deluxe hotel in Colombo. During the course of her job, she needs to greet and smile at guests irrespective of her state of mind. In addition, when any guest faces problems, she needs to be calm and composed and help resolve issues. This shows that Gayathiri's job requires _____.
- a) emotional labor
 - b) cognitive dissonance
 - c) self-concordance
 - d) positivity offset
 - e) social loafing
9. According to the Myers-Briggs Type Indicator (MBTI) classification, people belonging to the _____ type are practical and prefer routine and order and focus on details.
- a) sensing
 - b) extraverted
 - c) feeling
 - d) perceiving
 - e) intuitive

10. Which of the following are characteristics of the intuitive type of people according to the Myers-Briggs Type Indicator (MBTI) classification?
- prefer routine and order and focus on details
 - outgoing, sociable, and assertive in nature
 - rely on unconscious processes and look at the overall picture
 - use reason, rationality, and logic to handle problems and situations
 - rely on their personal values and emotions to make decisions

(10 x 1.5 Marks: 15 Marks)

(II). Mark the following statements whether True/False in the answer scripts.

- According to the Myers-Briggs Type Indicator (MBTI) classification, people with an ENTP (Extroverted, Intuitive, Thinking and Perceiving) personality type are most likely to be innovative.
- Our perception of reality is independent of our past experiences.
- People's behavior is based on their perception of what reality is, not on reality itself.
- A batch of trainees has been assigned a new project, and the team is unsure of the details of the project and how they will pursue its completion as a group with specific tasks and roles. This batch of trainees is in the forming stage of group development.
- The situational leadership theory is not focusing on follower readiness to determine the appropriate leadership behavior.

(05 x 01 Marks: 05 Marks)

(Total: 20 Marks)

03. (I). What is Organizational Behaviour? What are the three main levels of analysis involved in the field of Organizational Behaviour? And Distinguish between Affect, Emotion and Moods at individual Level? **(05 Marks)**
- (II). "The appropriateness of a system of performance Appraisal depends on the characteristics of the organization and the HRM system adopted by the employer". Do you agree or not? Why? **(05 Marks)**
- (III). Define Strategic Responsiveness with current examples and what is the role of I/O Psychologist in change management process? **(05 Marks)**

(IV). What types of stress do you face in your organization? And list out the current practices followed by your organization to reduce the stress at individual level.

(05 Marks)

(Total: 20 Marks)

04. (I). What is perception? Discuss the factors that influence perception. (05 Marks)

(II). What is Emotional Regulation? Briefly discuss the strategies that can be used for Emotion Regulation. (05 Marks)

(III). Explain the Terminal Values, Instrumental Values and Cultural Values. (05 Marks)

(IV). Briefly explain the stages of group formation. (05 Marks)

(Total: 20 Marks)

05. (I). Discuss the managerial implications of Contingency Theories in Leadership. (05 Marks)

(II). Define the terms of "Performance Management" and "Performance Appraisal". Also, what are the objectives of conducting annual or periodical performance appraisal of the current workforce in an organization? (05 Marks)

(III). Briefly discuss any three Alternative Work Arrangements that can be developed by an Office Psychologist to motivate and maintain the balance between work and family life of the private sector employees. (05 Marks)

(IV). In the context of I/O psychology, criteria are most important for defining the goodness of the employees, programmes and units in the organization as well as the organization itself. List and define five major criteria that can be used by an I/O psychologist to evaluate the job performance of the employee. (05 Marks)

(Total: 20 Marks)